Meeting with Chas. Battaglia, August 24, 1988.

STAT

1. Meeting on second interim draft report. [   ] Battaglia, and a second SSCI staffer for part of the time who covers NSA.

2. Battaglia's overall reaction to the briefing was that a lot of progress is being made. "The SSCI staff couldn't have gotten this done."

STAT

3. He wants to start thinking about a presentation to the SSCI in February. Odeen, [   ] and possible Inman.

4. Footnote report to show authorities used in future workforce section. Told him we could provide source for all information used.

5. Press on evaluation information on CIA training. Told him it would be in the final report.

6. Helpful if we can cite some examples of where training cooperation would be helpful in support of the training committee idea.

7. Battaglia has the State IG INR report. Some parts of this report he believes I should not have. See him after I see State to verify I got the complete picture.

8. He was doubtful about our tentative conclusions re INR; too rosy. But I think he can be convinced with a few facts.

9. Briefing notes used are at files 266, 305 and 307.

10. Provided a copy of the compensation questionnaire and draft of executive summary of the report.

11. Regarding organizational alternatives:

> --ICS has no weight.
> --he is looking for a single voice, but I think he would buy off on the ICS coordination role if properly presented. Need to stress the need for continued flexibility of the individual agencies; and not an overall constraining policy.
> --three contacts who he believes will provide a balanced and range of views on the role of the DCI and head of CIA are Turner, Colby, and MacMahon.

12. Be sure and include bios on the panel and staff in final report. Needed to help sell.

13.   We might consider some praise for what the committees have done to enable these agencies to fight the trend of falling attractiveness of the federal government.

14.   Is high on the need for training.

15. Was impressed with the outplacement issue.   Looking forward to panel reaction in this area.

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Points for July 22 SSG Meeting

1. Changing IC mission

    -- surge capability needed
    -- flexibility needed to meet unanticipated demands
    -- real limits on the capacity of the IC agencies to carry
       out long range HRM planning.

2. Projected workforce changes likely to make it more difficult
to recruit staff in the future.

    -- workforce will grow at slower rate
    -- greater percentage of new entrants of the workforce will
       be from at risk groups.
    -- if current trends not reversed, be a smaller percentage
       of US nationals securing graduate degrees in high tech
       areas.

3. Panel view that IC agencies have used personnel
flexibilities to good advantage in past.

    -- indicators point to healthy personnel systems in most
       agencies.
    -- able to recruit quality staff, attrition low.
    -- only critical skill area where data indicates a problem
       is in linguists, reflective of a broader educational
       problem.
    -- essential this personnel management flexibility be
       continued and in some cases extended.

4. Regarding the question of uniqueness of the personnel needs
of the IC agencies.

    -- Panel concluded that there was no case for agency-wide
       or community-wide uniqueness.
    -- Panel also reluctant to raise the issue for fear of
       losing flexibilities the agencies now have.
    -- Are situations where a relatively few staff need special
       benefits over and beyond the civil service.
    -- Report will probably skirt this issue, though panel
       decisions will reflect this view.

5. In staffing area, data supports conclusions that except for
the military service agencies, IC agencies have been able to
fill mission critical positions with quality people.

    -- can retain staff also.
    -- that is not to say that there are not problems at the
       micro level, but the overall indicators are very
       positive.
    -- military service agencies may be able to improve
       condition with new authority.

       -- but part of problem is more basic; lack of civilian
          career opportunities as compared to other agencies.
          Military in all leadership positions.

6.   Panel conclusions and recommendations in staffing area:

       -- Provide FBI personnel flexibility comparable to that
          provided the military service organizations.
       -- Increase agency coordination in entrance level
          recruitment
       -- Grant agency heads authority to waive dual compensation
          restrictions for retired military where there is a high
          level of technical expertise. See very few waivers.
       -- Give greater consideration to HRM impacts in rapid
          resource shifts in the future.

7.   Panel recommendations in separation area.

       -- Flexibility in separation area not comparable to that in
          the hiring area.
       -- Panel asked a look be taken to see if greater
          flexibility needed here as resource growth slows or
          possible declines.
            -- for example, have authority to require retirement
               eligible staff to retire, rather solely an
               employee option as at present.
       -- Panel also believes more must be done to ease transition
          to other employment or retirement.
            -- for humanitarian as well as for security reasons.

8.   Panel conclusions and recommendations in the training and
career development area:

       -- heavy emphasis on skills training
       -- uneven level of training effort between agencies.
       -- see NSA career development program as a model.
       -- agencies need to take steps to improve their career
          development programs.
       -- seek authority to allow training for a degree under the
          Government Employees Training Act.
       -- improve coordination and resource sharing in the
          training and career development area.
       -- secure authority for intelligence training revolving
          fund.
       -- support broader efforts to improve the size of the pool
          of persons in critical skill area through grants and
          similar support of education programs.

9.   Panel Conclusions and Recommendation in the Personnel
Security Area:

       -- greater uniformity of investigation requirements needed.
       -- need to take action to reduce time required for
          clearance, especially in for the military service
          agencies

-- a more proactive program needed to assist employees
being dismissed. Related to earlier panel
recommendation under separation.

10. Regarding proposed CIA personnel changes:

-- administrative changes in awards program approved.
-- no action on flexible benefits.
-- redesign pre-retirement program to more closely track
State program.

11. Conduct separate review of INR.

-- several interviews complete.
-- Odeen will be meeting with some people.

12. Cost Reduction Issue:

-- Panel view is best dealt with in the context of salary
review.
-- Provide incentives to managers to reduce staff and costs
in design of compensation systems.

13. Next steps:

-- Complete analysis of EEO
-- Compensation and benefits analysis
-- Organizational issues.

#266 -

RECOMMENDATIONS

1. Flexibility in appointing and compensation needed
   have recruited quality
   give FBI same flexibility

2. Relief from dual comp for retired military who have scarce skills.

3. Balance future staff cuts with mission adjustments

4. Share info on entrance recruits not hired.

5. Look at security processing times, esp military
   develop innovative alternatives such as NSA LIC

6. Outplacement program needed

7. Training good in scope and variety
   not uniform in amount
   improve coordination to avoid duplication.

8. Only CIA and NSA appear to be examining future trg needs--all should.

9. NSA strong career development program--other agencies should direct attention to this area.

10. DIA basic ordering agreement should be used by community.

11. Relax GETA limits on trg.

12. CIA changes;
    redesign pre-retirement program to match States
    make award program changes asap
    hold action on flex benefits.

#305 - August 88

Hill Briefing Outline -- August 24, 1988

1.   July panel meeting notes. [266]

2.   Report Status
          close to final draft
          Inman to review--Austin trip
          have draft exec. summary

3.   Next steps
          eeo
          separation/outplacement
                panel issue
                looking at

4.   Compensation--three area re workplan

5. Organ issues.
                want his views.

#307 - August 1988